

## Commissioners tour south coast

Transportation Commissioners and ODOT officials cast off for a tour of the International Port of Coos Bay aboard the working tugboat *Koos King*. Information from the tour related to a coastal ports study authorized by the commission in cooperation with the Department of Economic Development. The study is evaluating developmental potential of Oregon's major ports along with highway and rail transportation needs. Also in conjunction with the commission's August meeting, which was held in North Bend, the group inspected several Parks and Highway facilities.



## ODOT gains on Affirmative Action goals

ODOT is making good progress toward Affirmative Action goals, according to two recent reports.

The progress pleases Bill Hayden, civil rights specialist, nearly as much as achievement of the goals. "As long as we are moving forward, that's good," Hayden said. "The annual goals are just targets."

A report to the governor's Affirmative Action office and the ODOT Affirmative Action report for the quarter ending June 30 indicate statistical gains and summarize actions by managers for achieving the goals.

Minority representation within ODOT increased from 6.5 to seven percent during the past year, surpassing the average for all state agencies, which is 6.3 percent.

The Highway and Motor Vehicles divisions made significant progress in representation of minorities and women in several categories.

Highway added nine minority professionals, bringing this category up to 88 percent of the annual goal. Hiring eight women professionals brought that category to 77 percent of the goal.

In the technician category, Highway hired 14 women, reaching 80 percent of the goal. Adding seven women in the service/maintenance category brought the division to 86 percent of the goal.

Motor Vehicles met numerical goals in the office/clerical and service/maintenance categories.

Hayden noted that such progress contributed to the department exceeding, or moving within a percentage point or two of annual goals in 10 of 14 categories tracked.

"Departmental goals have been reached for both women and minorities in the para-professional and clerical categories and for minorities

in the maintenance category," Hayden said.

"We are very close to our goals for minorities in the technician category," he said. But improvement is needed in other areas—for both women and minorities in skilled crafts, for women in maintenance, and minorities in the officials and administrators category, he noted.

To help managers move toward these goals, the Civil Rights Section, in cooperation with the Employee Development Section, conducted training sessions for nearly 300 supervisors during the past year.

"The feedback from participants has been very favorable," said Vicki Nakashima, Civil Rights Section manager. "The sessions encourage dialogue, which promotes greater understanding of Affirmative Action and how managers can make the program work best in their work unit."

Continued...Page 5

### Recruit minority, female employees

## Managers seek qualified applicants

Managers throughout ODOT use several approaches to recruit and retain qualified minority and female employees.

Owen Lucas, Parks Region 5 supervisor, said managers have obtained qualified applicants by going to minority groups and colleges when recruiting. He said an adequate number of women are applying for positions, noting the region now has two women who are assistant park managers, and nearly every crew has at least two female employees.

District 1 Highway Maintenance Supervisor Eldon Everton said he uses the state Employment Division when recruiting, and specifically requests a list that includes female and minority candidates.

His district has concentrated on increasing the number of women workers, particularly in maintenance positions. "Often all that's needed is to break the barrier and put some women to work," Everton said. "They are so visible to the public out on the highway that other women see them and say, 'I could do that, too.'"

Maury Payne, District 2B maintenance supervisor, gave an example

of a black employee hired three years ago as a highway maintenance worker. He handled a variety of assignments well and then moved to a job as helper on an electrical crew.

Payne said the employee was recently accepted in a highly selective union apprentice program, and

he expects him to eventually work into a job as an electrician.

Continued...Page 5

## Training series mandatory for supervisors

Nearly all ODOT managers will head for the classroom during the next two years to meet requirements of a new training policy.

The policy requires that managers must complete certain levels of supervisory training before they will be considered for promotions.

A department-wide task force chaired by Duane Christensen, Highway Division, developed the policy, which takes effect Sept. 1, 1986.

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## Inside



Co-workers share their memories of State Highway Engineer Scott Coulter ... Page 3

The first two Jackson Scholars report on their work this summer at ODOT...Page 4

A task force is studying ways to decrease possible disturbance during expansion and remodeling of the Transportation Building...Page 5



**CABLE SPLICING**--Terrie Ward, one of only a few female licensed journeyman electricians in the state, splices cable for traffic signals near Winston.



## A message from the director ...

In our organization, we work with lots of talented people. Together, we accomplish a great deal.

As people move higher in the organization, their individual capabilities and accomplishments are relatively less important. Their success depends more on how they impact others.

To find managers who are, or will be, successful, look around to see:

--Who works at creating opportunities for colleagues or employees they supervise?

--Who raises the quality of decisions or products from their section?

--Who sets a tone of fairness and principle in dealing with other employees?

--Who places a premium on being responsible in dealing with the public?

As you examine your own careers, you should reflect on the attributes of Scott Coulter.

Like the rest of us, Scott had both strong and weak areas in carrying out day-to-day activities. But, he was a cut above us in qualities that are described by words like fairness, decency and respect for others. If you were to use the criteria above, Scott would have been one of the people who stood out.

In leadership roles, these traits make the difference. They get others to be more productive and lead to high quality public service.

In a letter to Highway Division managers, I wrote that it was not possible to replace Scott. Of course, we will find another talented state highway engineer, and we will continue to operate a successful division.

We will be less successful, though, if we do not make an effort to learn from Scott's example. We would all benefit by giving more attention to some of Scott's favorite themes:

- Listen to others.
- Look for good things that your colleagues are accomplishing.
- Recognize successes.
- Be a professional in whatever you do.
- Help each other out.
- And, when you look in the mirror in the morning, know that you will do the best job possible of serving the public.

□ □ □

Many of you will be interested in the process that will be used to fill the state highway engineer position.

I invited applications from employees within the Highway Division who are at the rank of supervising highway engineer 7 or above. Interested people were asked to submit a letter indicating why they were interested in the job and what they could contribute to it.

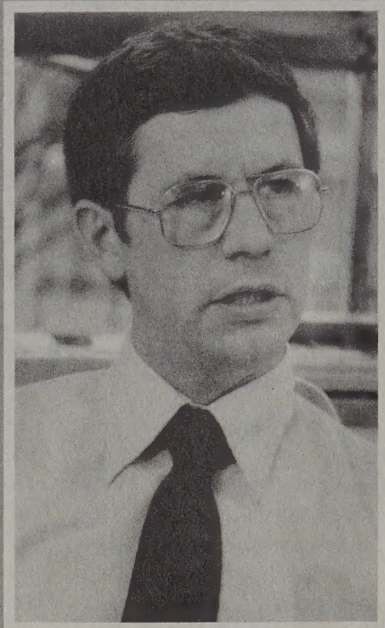
Their most recent performance review as well as their reviews of subordinates were to be attached to the letter along with a description of their Affirmative Action record for the past two years.

I received seven applications. I will interview each candidate for several hours. Then, some or all candidates will be interviewed by a panel consisting of me, Fred Burgess, dean of the School of Engineering at Oregon State University, and Orcelia Forbes, vice president of Portland State University and a member of our Parks Advisory Committee.

I will make a decision based on criteria I have established. The interview panel members will provide their views on several issues, but will not have a vote in the decision.

I will meet with the Transportation Commission Sept. 9 to gain concurrence with my selection. An announcement should be made that afternoon.

*Fred Miller*



**ROGUE RIDESHARE**--Gary Dusenberry, highway maintenance worker 2, places one of nearly 30 signs erected during August to advertise a new rideshare program for Rogue Valley commuters. Motorists who call the number obtain a list of other drivers with similar work hours and compatible home and work addresses. Scott Nagel, Public Transit rideshare coordinator, helped establish the program to reduce air pollution in the Medford area.

## Letters



### Scholars stance cleared

To the editor:

It seems as though I have ruffled a few feathers with my letter concerning the Glenn Jackson Scholars Fund.

Well, that's good. I'm glad to see some people out there who are as interested in the project as I am.

I feel that this is a worthwhile program, but it should be monitored constantly to eliminate any possibilities of abuse.

If my letter has helped to keep it open and aboveboard, then I have achieved my objective.

If I have stepped on any undeserving toes, then I apologize.

Wm. A. Burgess  
Portland

*EDITOR'S NOTE: A donation to the scholars fund accompanied the letter from Mr. Burgess.*

### Assistance appreciated

Region 1 Highway Division:

I recently visited my parents in Washington. When returning in low spirits from a doctor appointment, we had a flat tire along the freeway.

I had never changed a tire before and adding to our frustration, I found I didn't have all the necessary equipment.

We hoped a police officer would come by, but after standing more than half an hour in the sun, we hoped we looked as desperate as we felt.

You can guess how thankful we were when Les Harkema stopped. He changed the tire and was very pleasant. His kindness was deeply appreciated.

Margaret McInturff  
Midland, TX

*EDITOR'S NOTE: Harkema is a materials inspector. He was in Washington state on a business trip.*

### Park courtesy praised

Gov. Vic Atiyeh:

We recently spent 16 days on the road, making the Disneyland Loop. We arrived back in cool, green Oregon on the afternoon of July 4--hot, tired and mighty sick of the driver's seat of our R.V. and California.

At Cape Blanco State Park, a ranger told us the campground was full, but since we were pooped and just needed a place to park, she found us a spot near the dump station.

Lew Gale, the camp host, helped get us located.

We dropped anchor and had just about time to mix a toddy when Ranger Shawn Goodway told us about a cancellation. She put us into a camp spot where we stayed two nights.

Both Goodway and the Gales are outstanding representatives for Oregon.

H.Dale Ure  
Spokane, WA



Oregon Department of Transportation

□ □ □

Oregon Transportation Commission

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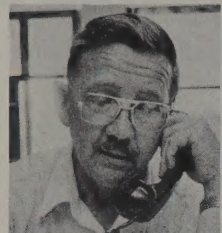


# Friends share memories of Scott Coulter

People who worked with Scott Coulter during his career were asked: "What stands out most in your memories of Scott Coulter?"

## 'Good journey, Scott'

Only when traveling throughout Region 5 does one realize the scope of Scott's influence upon all the people he met.



It didn't matter if you were a legislator, county judge, chairman, mayor, city recorder or employee. If

you had a question, it was a concern to him and deserved an answer. You may not have always agreed with the answer, but you knew the score.

Scott was a tremendous person who shared all he had and lived too short a life.

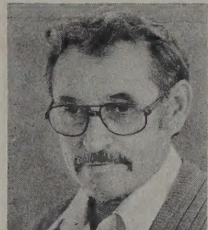
Good journey, Scott. We shall not forget you.

**Roger Lang**  
Region 5 federal aid specialist  
La Grande

## 'A patient person'

I knew Scott for about 30 years, having first met him when he was a resident engineer in Fossil.

I worked directly under him for over 10 years in Region 5 when he was assistant region and region engineer.



I think what stands out most is that he was a very patient and sympathetic person in handling

personnel problems. He also was very knowledgeable and had a high degree of integrity in dealing with engineering problems.

The state as a whole, and the people working with the Highway Division, suffered a great loss with his passing.

I have always felt Scott was positive proof that nice guys don't always finish last.

**Doug Green**  
Project manager  
Eugene

## Donations near \$3,000

Contributions in memory of Scott Coulter to the Glenn Jackson Scholars Fund have exceeded \$2,800, according to Gary Potter, Program Section.

"The response has been tremendous. This is a fitting memorial to Scott from the people who knew him well and worked with him," Potter said.

Contributions have come from ODOT employees, family members, friends, associations and contractors, Potter noted.

## Lived by belief

Scott often said that the Oregon Highway Division built and maintained the best highway system in the United States, and that the reason was because he had a work force comprised of the

**H. Scott Coulter**  
1926-1985



H. Scott Coulter, Oregon state highway engineer for nine years, died Aug. 4 of an apparent heart attack.

Coulter was born June 10, 1926, in St. Louis, MO. He began his career with the Highway Division in 1948, working consecutively as a chainman, draftsman, designer, project manager, regional engineer and metropolitan engineer.

He was appointed assistant state highway engineer in January 1973. He headed the Operations Branch until his appointment as chief administrator of the Highway Division in June 1976.

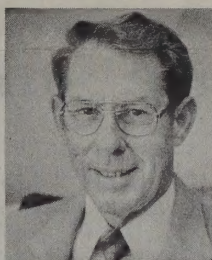
The only state highway engineer to serve in that post longer than Coulter was R.H. Baldock, who was top Highway administrator between March 1932 and August 1956.

Memorial services were held Aug. 7 in Salem. Coulter's wife, Martha, requested that contributions be made to the Glenn Jackson Scholars Fund in lieu of flowers.

The Transportation Commission, at its August meeting, passed a resolution recognizing Coulter's accomplishments and expressing condolences to his family.

most dedicated group of experts available anywhere.

My strongest memory of Scott is that he not only made that statement regularly, but that he lived by it.



He made decisions on projects, solved employee problems, and developed policies based on the belief that Highway Division employees always acted in the public interest.

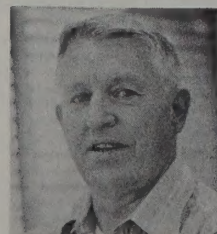
Had he acted and believed otherwise, Oregon would not be recognized as a leader nationally.

**Ed Hunter**  
Acting state highway engineer  
Salem

## First impression

I remember the first time I met Scott.

I was a Highway maintenance supervisor on a Klamath Falls maintenance crew that had won the safe driving award for eastern Oregon. Scott and his wife,



Martha, met my wife and me at the banquet room door and introduced themselves. I'll never forget how he put

everyone at ease that night.

Most of my contacts with Scott since that time were due to the tremendous safety program he helped put together. I found my first impression of him to be correct. He really was a people person.

As far as I'm concerned, Scott

was one of the finest people I've ever known. But as the saying goes, behind every great man there is a great lady--and Martha filled that role in every way.

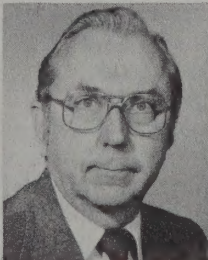
The department has not only lost an excellent administrator, but also a great person. He will be replaced, but not forgotten.

**Dick Young**  
Region 2 safety representative  
Salem

## 'A complex man'

I was privileged to work closely with Scott as his executive assistant for a couple of years.

He was a complex man--much more so than many people thought. He brought an extremely wide range of viewpoints to problems and issues.



If there was a consistent theme in his beliefs, it was "be positive." This theme showed itself in many ways, such as: "Look for ways to

do it, not reasons you can't." "Look for what people are doing right, not just for what's wrong." "Why can't auditors write up all that's going well instead of the few things that are wrong?"

I believe that Scott felt that if we would spend more time on what was going well and reward those who were doing well, we would accomplish much more.

He practiced this. It's much harder than it sounds.

**Larry Rulien**  
Assistant director for administration  
Salem

## 'Missed for his caring'

Scott frequently told his long-time friends upon their retirements that "no one is indispensable, but some are missed more than others."

This sentiment has become painfully true in his own case.

He will be missed for his caring--about his family, his employees, and his "public" whom we serve.



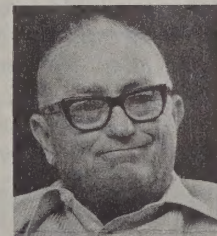
He will be remembered for his accomplishments and for the respect and pride he had in being the state highway engineer.

Winston Churchill said during World War II that he thought history would treat him kindly--because he intended to write it. I believe history will also treat Scott kindly--with others writing it.

**Sharon Melby**  
Executive assistant to state highway engineer  
Salem

## Respected workers

Scott was a dedicated, but sensitive man, who respected his workers and felt a real kinship with the Highway family.



Personally, my family feels privileged to have shared his family's moments of joy, such as the weddings of the children. Our children have very fond memories of when we all lived in Region 5.

**Bud Shirley**  
Retired Region 3 engineer  
Roseburg

## Attention appreciated

Scott Coulter was a caring man, always knew you when he saw you, and always took the time to tell you he appreciated the job you were doing.



Our Elgin crew appreciated him taking the time out of his busy schedule to come to our safety award dinner, for being really interested in how we got those 300,000 hours, and telling us so.

He will be a real loss to the state of Oregon.

**Mel Wood**  
Highway maintenance supervisor  
Elgin

## Family thanks 'family'

We wish to thank our Highway family for your warm support through the many years and now with our loss of Scott.

--Martha Coulter and family





**TWO FOR ONE**--A summer project at Silver Falls State Park is providing double benefits: Oregon National Guard members are receiving training while adding a 61-site campground, three-mile jogging trail, log shelters and bridges to the park. Above, Orin Moody, park ranger from Rooster Rock State Park who specializes in masonry work, finishes a stone wall next to a pedestrian and horse bridge.

## Publications assistance offered

A Publications Advisory Committee is offering a new service for people who are producing publications.

Instituted in August, the committee is available as a resource to help make documents and reports more readable, interesting and economical.

"Anyone who is assigned to produce a departmental publication

should meet with this committee as a first step," said Ann Snyder, Public Affairs.

Other committee members are John Davenport, Graphics; Jerry Robertson, Photo Lab; and Bob Fuquay, Records Management.

The committee is available to assist with planning and production of brochures, pamphlets, books and other printed materials.

## Workshop promotes park use

A workshop to provide tips on how to host special events in Oregon parks will be held Sept. 10 and 11 in Parks' Salem office.

Dawn Marges, a Parks volunteer who is also an instructor at Chemeketa Community College in Salem, is coordinating the effort. Dave Talbot, Parks administrator, suggested the workshop as a way to help Parks employees assist citizens who

want to use park facilities.

In addition to generating ideas and exploring possible events for state parks, workshop participants will help develop policies and guidelines for the new program. Larry Jacobson, deputy administrator, has invited wide field participation "to ensure that proposed policies are reality-based and reflect statewide views."

## Supervisor training

Continued from...Page 1

"We have an obligation to provide effective management of our organization," said Director Fred Miller. "This program is designed to provide all of our managers with essential training for their positions."

"I am pleased that a department task force developed the recommended program; it makes sense for our department," he added.

Bob Whipps, manager of the Employee Development and Safety Section, said the program will assure that basic management skills are being taught and practiced consistently.

The classes include:

- First-level Management. The class is designed for people who supervise other employees who are not supervisors.

- Mid-level Management. Managers who are in charge of one or more supervisors must take this class.

- Advanced-level Management. This level includes managers with at

least two levels of supervisors under their direction.

All managers have until Sept. 1, 1987, to complete the training for their present level.

First-level, mid-level or advanced managers who want to be considered for promotion must have the training for their current level completed by Sept. 1, 1986.

Upon promotion to the next management level, employees have 12 months to complete the training for that level.

Until recently, department officials had considered requiring that employees complete a pre-supervisory course before they would be eligible for promotion to a supervisory position.

"Because of the high number of employees who would be affected by such a requirement, however, this has been delayed indefinitely," Whipps said. The Pre-Supervisory Training class listed in the ODOT Employee Training Guide will still be offered, he added.

## Jackson Scholars describe summer experience

**EDITOR'S NOTE:** The first Jackson Scholars, Ruth Schmidt and Kristi Helman, were asked to summarize their experiences working at ODOT this summer.

As I completed my

application for the Glenn Jackson Scholarship, the prospect of a summer job with ODOT really appealed to me. This summer has proved to be both exciting and educational.

During my orientation, I was amazed at the size of the entire department and its varied activities. Seeing first-hand the acres of equipment and realizing the ODOT family consists of thousands of employees were real surprises to me.

I had the opportunity to work in two locations this summer. My experience in Highway's Contract Accounting Unit taught me the importance of accurate records, prompt payments, and the complexity of the STARS accounting system. In my time with Public Affairs I've been able to strengthen my writing skills and at the same time learn to operate personal computers and an E-mail terminal.

I have especially enjoyed the opportunities to meet so many ODOT employees. An added bonus of the program was the chance to get to know Kristi. I look forward to returning next summer to work and meet the 1986 scholars.

This summer has been one of my best summers, and I owe a lot to the Department of Transportation for making it so memorable. I

thank everyone involved for the support that makes this program possible.

--Ruth Schmidt

I've been working in Highway's Payroll Unit, and I've learned a great deal about the payroll system. I didn't realize there was so much hard work behind everyone's paycheck.

The people I work with are just super. It would be easy for people as busy as they are to just tell me to do something. Yet they take the time and effort to help me learn as much as I can.

I'd heard people mention "the department family" a few times, but I never really knew the full meaning. It didn't take long for me to realize that "the department family" consisted of friendly and extremely patient people who have made me feel welcome here.

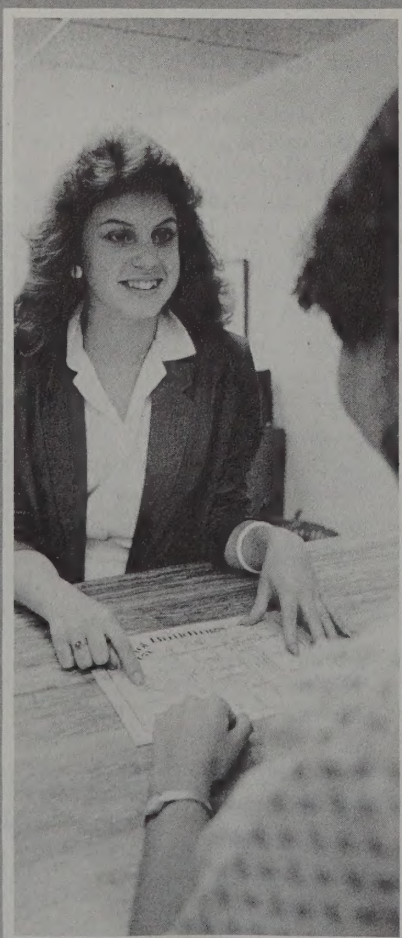
One of the most interesting things about this experience is learning to adjust to city life. Salem is quite a contrast to Baker. I still think riding the bus to work will take a while to get used to.

I've enjoyed being around Ruth--we've become great friends. It was really hard to believe all of the things we had in common.

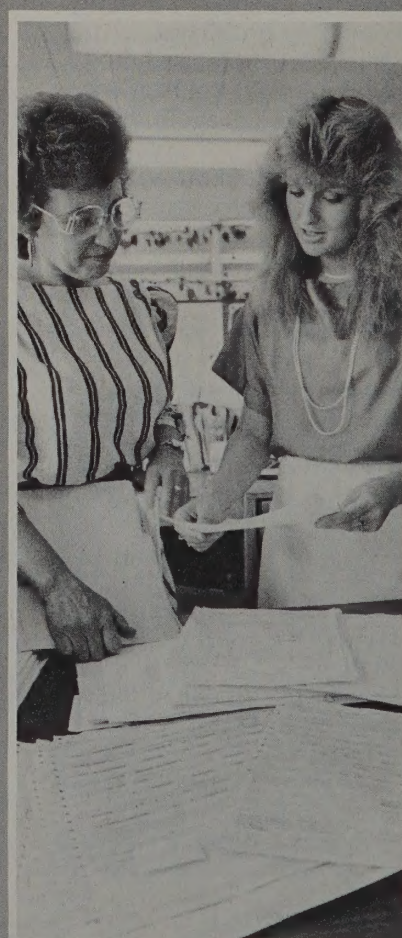
If I had to summarize my summer, I would say that this has been one of the most exciting and educational

summers I've ever had. I still feel very fortunate to have been chosen as a Glenn Jackson Scholar. It's a terrific program, and I feel privileged to be a part of it.

--Kristi Helman



**DIRECTING**--Jackson Scholar Ruth Schmidt gives directions at the information window of the ODOT Building.



**CHECKING**--Jackson Scholar Kristi Helman checks instructions with Barbara Patton, Highway Accounting.





**TEETER-TOTTER**--This truck bed dumps from both front and rear. With a sander in front of the rear wheels, the front-dumping option provides traction for the sanding truck itself--a real advantage for maneuvering in tight spots, such as at accident scenes. The Highway Division will test six units this winter in each region, mainly on freeways. The diesel-engine trucks have 13-speed transmissions.

## Group investigates ODOT Building addition effects

How will construction of the proposed Transportation Building addition affect people working there, and how can the disruption be reduced?

A committee of Highway Division employees is conducting a study to answer those questions.

The group also will evaluate options for construction of a new Materials Testing Laboratory.

Both projects, estimated to cost around \$4 million each, were authorized by the 1985 Legislature.

The group will make recommendations to minimize disruption and productivity loss during Transportation Building expansion and remodeling, said Bruce Boyd, Right-of-Way Section manager who chairs the committee.

"We are particularly concerned

about the impact on the Highway Division's construction program, which will create a heavy workload over the next several years," Boyd said.

The group will tabulate direct and indirect loss of productivity by section and function for affected building areas, Boyd said. The four-member study team then will consider several methods for reducing

work disruption, such as night construction, relocation of staff to other office space and acoustical insulation.

Members of the committee consulted with architects and contractors building two similar additions--to the adjacent Revenue Building and to Salem Hospital--to estimate productivity loss and gather ideas for minimizing disruption.

Boyd said the earliest that construction could begin would be next spring. The addition would take about a year to complete, he said.

In conjunction with the Transportation Building study, the committee is looking at several sites for a new Materials Testing Laboratory, which is now located near Region 2 and maintenance buildings in east Salem.

The study group will also investigate uses for the old building, Boyd said.

Other members of the committee are Walt Hart and John Johnson, Bridge Section, and Tony George, Research Section. The group intends to complete its work by the end of September.

## Oregon grabs federal funds from annual 'Jackpot game'

Oregon has received \$5.5 million in extra Federal Highway Administration funds.

At the end of the federal fiscal year, funds not used by individual states are distributed to other states with projects ready to be built.

"We call this the 'jackpot game' because we're in competition for an unknown amount of funding authority around the nation and in competition with other states," said

Gary Potter, Program manager.

The division had asked for nearly \$50 million to cover projects it has ready for early funding. While \$5.5 million is a great deal less, Potter said Oregon is still a lucky winner.

"We plan to use this additional authority to advance several projects-- interstate rehabilitation, some bridge replacement work and a large project near Klamath Falls," Potter said.

## ODOT runners place second in NTW event

By a narrow margin, the Washington State Department of Transportation took first place over Oregon in the 10 kilometer running challenge competition during 1985 National Transportation Week.

Joel Bake, park aide, took third place and Doug Eakin, Highway Materials Section, came in eleventh.

The combined time for Oregon's five fastest runners was just three minutes longer than the Washington team.

The other members of ODOT's team were: Cam Gilmour, Highway; Al Tocchini, Parks; and Karl Krueger, DMV.

## Safety supervisors attend conference

ODOT hosted the annual safety conference for the Western Association of Transportation Employees Safety Supervisors during early August in Newport.

Delegates attended from 19 states and one Canadian province.

Presentations covered topics such as PCB exposure, work zone traffic problems, accident investigation, and bridge repair safety.

Bob Whipps, manager of the Employee Development and Safety Section, welcomed the delegates. Dave White, ODOT safety manager, served as conference coordinator.

## Managers seek applicants

Continued from...Page 1

In minority recruitment, Payne said he found qualified applicants by contacting service clubs, churches and community organizations.

"Retention is the key. You can't accomplish that through preferential treatment, but you need a welcoming atmosphere," he said.

## Affirmative Action

Continued from...Page 1

In June, the Civil Rights Section distributed a questionnaire to managers, asking them to recommend actions for overcoming barriers to equal employment opportunity.

The section administers a job rotation program unique to state government. A committee is now selecting job rotation positions designed to help women and minorities gain experience in categories where they are underrepresented.

Payne praised a program, "Managing the Changing Work Force," offered to Region 1 managers about a year ago that helped them understand minority attitudes and values. He said the region's Minority Forum also promotes understanding between minorities and other department employees.

Carol Wilson, Region 1 training coordinator, said the Minority Forum consists of 12 employees who meet monthly, serving as a liaison between region administration and approximately 60 minority employees.

Wilson said managers' attitudes about Affirmative Action have improved, particularly during the past year. "They all are doing a good job. They don't look at it as something they have to do."

"One project manager never had a woman or minority employee on his crew, but he hired a woman for a permanent position. He was so pleased with her work that the next person he hired was also a woman," Wilson said.

Years **5** Ago

A shift of weighmaster funds to the Oregon State Police, the inauguration of the Willamette Valley Express and a ballot measure to increase gas taxes dominated the front page of the September 1980 VIA.

With the shift of funds, state troopers took on duties as weighmasters. Without the transfer, several state troopers would have faced layoffs due to a tight budget for the Oregon State Police.

The Willamette Valley Express made a preinaugural run from Portland to Eugene on Aug. 2.



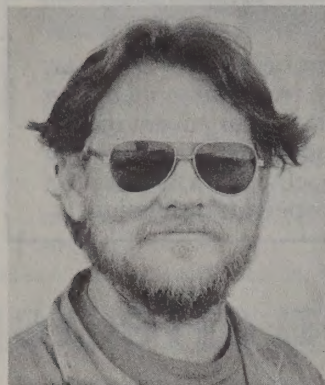
# CANDID COMMENTS



Jerry Robertson is VIA's roving photographer. VIA's editors frame the question of the month, and answers are edited only for length.

What do you think of ODOT's performance appraisal system?

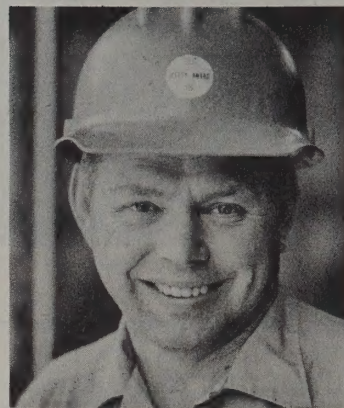
Tom Blessing, HWY  
HMW 2  
Klamath Falls



R.D. Hector, HWY  
Region 5 Engineer  
La Grande

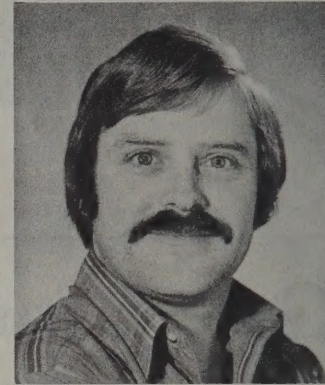


Cathy Ballard, HWY  
Weighmaster 1  
La Grande



Leroy Swartout, Parks  
Park Manager  
Emigrant Springs

Dennis Scofield, HWY  
Research Specialist  
Salem



## TOM BLESSING

I generally approve of the system, although I think some of the supervisors need some additional training, like a class, to brief them on the evaluation process. The evaluations need to be completed by their due dates.

## R.D. HECTOR

To measure any kind of progress or accomplishment, we have to have some way to evaluate performance. Our system is only one way of doing that. Other things have to be done throughout the year so that all of us can understand what is expected of us and if we are doing our jobs as we should.

## CATHY BALLARD

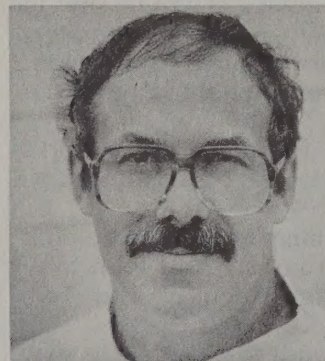
I think people generally know their own strengths and weaknesses, so the performance appraisal could include a self-evaluation. It could help the individual to identify career and training goals, where to improve on job skills and how to best adapt one's abilities to improve work performances.

## LEROY SWARTOUT

The performance appraisal system seems to work very well. Employees get to sit down and go through their appraisals with their supervisors and discuss them together. They have a chance to give input if they disagree.

## DENNIS SCOFIELD

It's only acceptable if supervisory personnel are equitable. The annual appraisal allows adequate time for fluctuation in performance. Honest employee and supervisory input would do much to improve the system.



Lyle Cory, HWY  
HMW 2  
Baldock

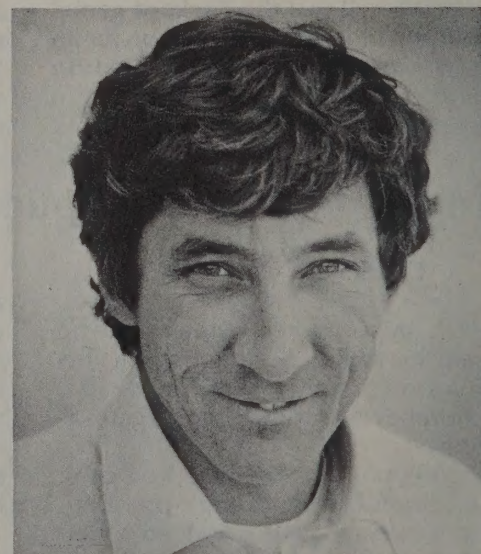
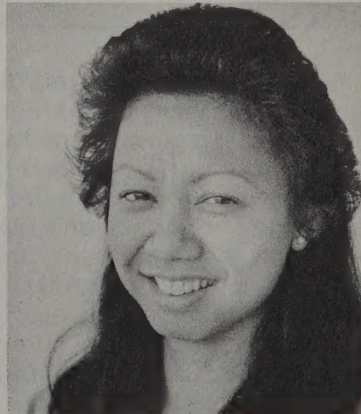


Scott Pierce,  
Parks  
Ranger 1  
Nehalem Bay



Leonard Braden, HWY  
HMF 1  
Coos Bay

Marie McHone, HWY  
Engineering Tech. 2  
Salem



Bill Lund, DMV  
MVR 2  
Brookings

## LYLE CORY

I feel that the appraisal system can work if used properly. Both the employee and employer can find the weak points and the strong points and work on them.

## SCOTT PIERCE

It's done in a satisfactory manner.

## LEONARD BRADEN

I feel like we should think about going back to the old merit system form, making some minor revisions, such as a spot for training needed and comments. This would eliminate three or four forms to fill out. It would give employees the chance to see where they need more improvement.

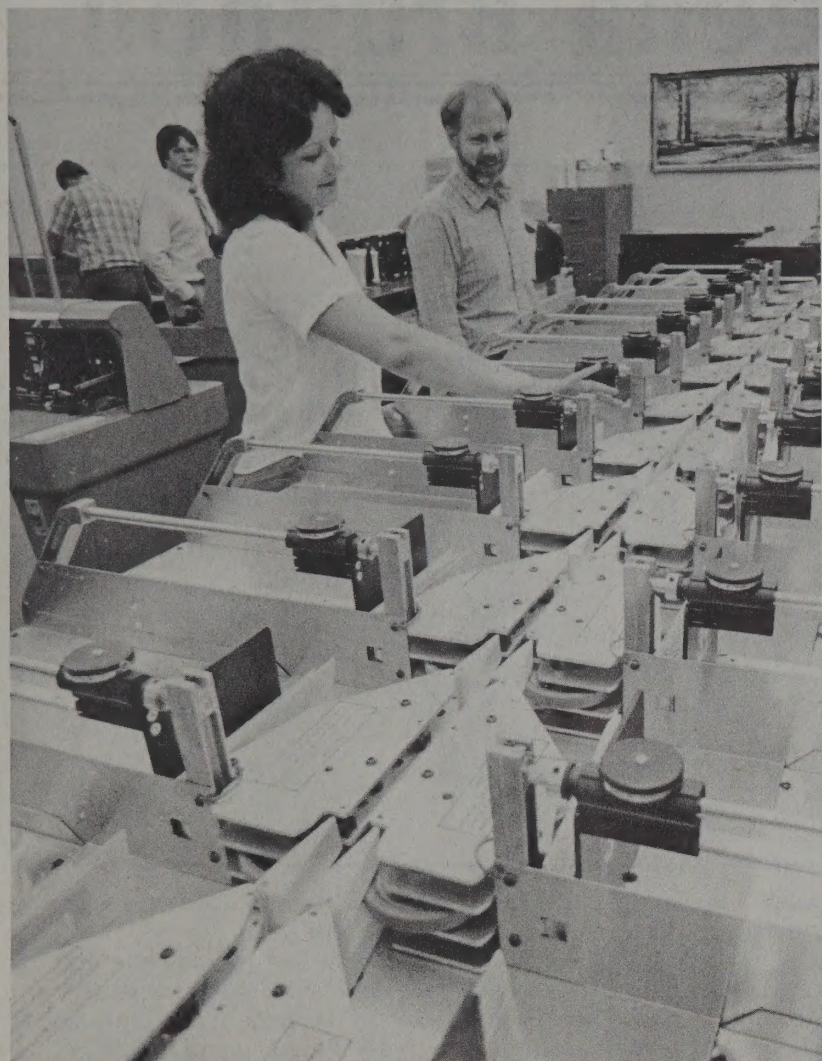
## MARIE MCHONE

The performance appraisal is a necessary tool to both supervisor and employee. However, it is not administered evenly statewide.

## BILL LUND

It would be nice if employees could periodically appraise their supervisors, so that they know how we feel about their job performance. In the field, we are evaluated by both our supervisor and through customer surveys. I think that supervisors could likewise be evaluated by both their supervisor and through surveys of the employees under their supervision.





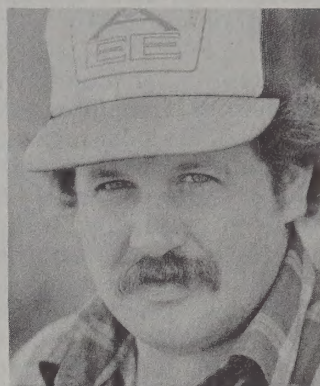
**SUPER SORTER**--DMV mailroom employees Teri LeFord and Vance Snook make a test run with the division's new electronic mail sorter. DMV is the first Oregon state agency and the first motor vehicle licensing agency in the nation to install an electronic sorter. It sorts both in-coming and out-going mail, reading the address by either an optical character reader or through electronic bar codes on the envelope. The sorter handles 15,000 pieces of mail per hour.

## Moving up



### Highway Division

Ronald Ash, engineering aide (EA) to engineering technician (ET) 2, Corvallis.  
 William Bangert, supervising Highway engineer (SHE) A to SHE B, Salem.  
 William Barnhart, ET 1 to ET 2, Portland.  
 Bruce Bercot, EA to ET 1, Beaverton.  
 Kenneth Biede, EA to ET 1, The Dalles.  
 Michael Bledsoe, ET 2 to Highway engineer (HE) 1, Salem.  
 Jack Boatwright, HE 1 to HE 2, Ontario.  
 Mark Buffington, Highway maintenance worker (HMW) 1 to HMW 2, Milwaukie.  
 Barry Emmerling, ET 1 to HE 1, Salem.  
 Bruce Harrell, Highway maintenance foreman 1 to Highway maintenance supervisor C, Drain.  
 Donald Jenks, HE 1 to HE 2, Salem.  
 Keith Johnston, HE 4 to SHE C, Salem.  
 Michael Kleffner, ET 2 to HE 1, Portland.  
 Daniel MacDonald, HE 1 to HE 2, Salem.  
 Karen Malmberg, ET 2 to HE 1, Salem.  
 James McKiddy, ET 2 to HE 1, Coquille.  
 Warren Mock, HMW 1 to HMW 2, Corvallis.  
 John Rowe, ET 2 to HE 1, Coquille.  
 Sam Sobotta, EA to ET 1, Hermiston.  
 Richard Thompson, ET 1 to HE 1, Salem.  
 Johnathan Widmer, program coordinator 2 to program coordinator 3, Salem.



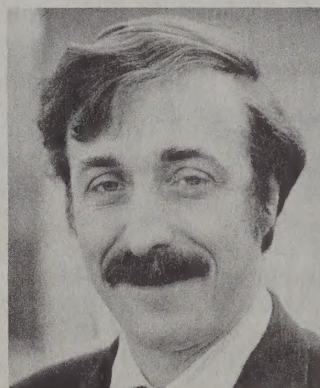
John Rowe, HE 1

### Parks Division

Katsuko Pollock, park aide to park ranger 1, Port Orford.

### Motor Vehicles Division

Diane Blue, laborer, Portland, to motor vehicle representative (MVR) 1, Lake Oswego.  
 Phyllis Focht, management analyst A to management analyst B, Salem.  
 Constance Hawes, data entry operator to clerical specialist, Salem.  
 Dorothy Mitchell, MVR 1 to MVR 2, Gladstone.  
 Janet Rees, clerical assistant to clerical specialist, Salem.  
 Michael Unger, motor vehicle office manager A, Clackamas, to program executive A, Salem.  
 Carolyn Wagner, clerical assistant to clerical specialist, Salem.  
 Joan Wittmeyer, clerical assistant to clerical specialist, Salem.  
 Ronald Wolff, MVR 1, Grants Pass, to MVR 2, Medford.



Ronald Wolff, MVR 2

## Deferred compensation provides savings boost

"I wish the deferred compensation program were available years ago," said Larry Rulien, ODOT assistant director for administration.

"There's a great advantage in having a lot of time on your side when building a nest egg," he said. "Interest compounding does wonders over a number of years, and with Uncle Sam's money also compounding in your favor, then you really have things working for you."

Employees may enroll in the program or increase current deductions through Sept. 30. New deferrals or changes will begin with the Nov. 1 paycheck.

The next opportunity to enroll or change deductions will be Aug. 1 next year.

By deferring a portion of your

salary, you also receive a reduction in the amount withheld from your paycheck for income taxes. For example, if 25 percent of your salary is withheld for state and federal taxes and you decide to defer \$100 a month, your monthly take-home pay would be reduced by only \$75. "I'd recommend that every employee take a good, hard look at the deferred compensation program. I've never known anyone to regret a saving," Rulien said.

## Remembering

Clarence J. Hazelwood, 83, Elgin, died July 12. He retired in 1967 as highway maintenance supervisor after 20 years with the division.

Robert W. Gritton, 64, Salem, died August 7. He retired in 1982 as an engineering technician after 36 years with the division.

## Safety awards

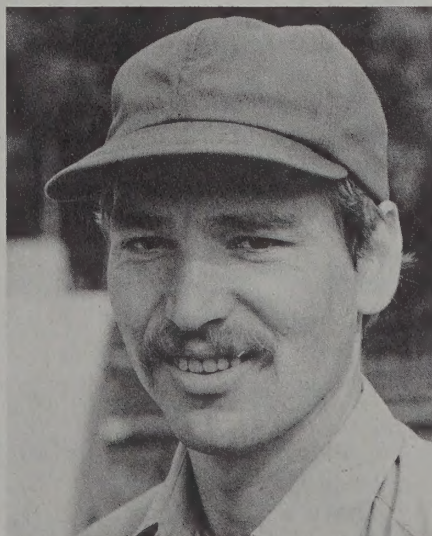
Crew 101-01-21, Equipment Unit headquarters; Bob Kuenzli, supervisor; 100,000 hours.

Crew 013-04, Portland weighmaster; Linn Clemo, supervisor; 100,000 hours.

Crew 170-02, Traffic signal services; Mel Brownley, supervisor; 300,000 hours.



Nick Warila



Dean Sukanen

**MISTAKEN IDENTITY**--Last month's "Candid Comments" mistakenly identified Nick Warila as Dean Sukanen. The comment was from Sukanen, park ranger 2, Cape Lookout State Park. Warila is a park ranger 1 at Beverly Beach State Park. We apologize for any confusion or embarrassment this error may have caused.

## VIA takes second in competition

VIA missed first place by only one point in a national public affairs skills contest last month.

The contest was sponsored by the Public Affairs Subcommittee of the American Association of State Highway and Transportation Officials (AASHTO).

In competition with other states'

departmental newspapers, VIA was edged out by the California Department of Transportation's publication--a four-color, magazine-style newsletter.

"Yours could be the best publication for the money," said the contest judge. He also commented: "good looking publication; basically easy to read; excellent accessibility to employees through 'Letters' and 'Candid Comments.'"

Entries were evaluated in six categories ranging from technical aspects of publication to ability to provide for employees' personal information.

VIA took first place in the contest in 1981.

## Agent obtains title

Kathleen Olson, Highway Region 2 realty specialist, has obtained senior right-of-way agent designation from the International Right-of-Way Association.

Only 10 other agents in the state have the designation. A six-year employee of the division, Olson obtained the professional designation through a combination of experience and college courses.

## Retirements

Kitty M. Salisbury, clerical specialist, DMV, Salem, after 25 years of service to the division.



# On the job with... Deena Brugnoli

By Ann Snyder  
Public Affairs Specialist

"A lot of people, when they walk in, look at the two of us and automatically want to talk to Craig, because they assume the man must be the one in charge. It's a challenge."

That comment comes with a soft laugh from Deena Brugnoli, DMV's new Coquille office manager. At 32, Brugnoli at first appears much younger. Her soft-spokenness also adds to the illusion of shy girlishness, but beneath her quietness is a woman with ideas.

"Deena earned her promotion a lot through her own efforts," says her supervisor, Bob Dow, southwest region supervisor.

"In addition to being a good worker, she had some new ideas she wanted to try, which were public service ideas. One thing she wanted to do was change the office's lunch hour from its original 12-1.

## New ideas implemented

"That's the time when most people also take lunch, and are able to get to the DMV office. So now, the Coquille office's lunch hour is 12:30-1:30, to allow better customer service.

"Ideas like that got her the job."

Her co-worker, Craig Trigg, also thinks highly of her. They've occasionally worked together since 1980, and both started full-time in the Coquille office in March.

"We've both lived in Coquille several years, so I think we provide extra personal service to our customers," he says. "Deena is really sharp and perceptive and communicates well with customers.

"She does an exceptional job as a manager. She keeps up-to-date and informed and passes the information along to me. She is open and honest. I think she'd be excellent as a manager of a larger office."

In spite of her reluctance to talk about herself, some interesting aspects of Brugnoli's background emerge during a conversation. For one thing, she is a native American.

"I'm a Klamath Indian from Chiloquin," she says with her ready smile. "I was raised in eastern Oregon."

But while she does admit she misses the area where she grew up, she very much likes the Coquille area where she and her eight-year-old son Aaron reside.

"I like the coast. My friends and I go kneeboarding--which is where

you use a short surfboard and kneel on it while the boat pulls you along--and waterskiing a lot. Right now I'm teaching Aaron. He really enjoys it--he's a ball of fire."

Another piece of Brugnoli's background is that her road to manager of a DMV office began with dental school.

"After graduating from dental school, I worked for a year in Portland on an internship," she explains. "But when I began looking for an opening, I discovered there were no jobs available for someone with just one year of experience."

She says a friend advised her to apply for a position as a clerical specialist for the state. Brugnoli is happy with her career switch.

"I feel it was probably a better decision," she says. "I have a career here with DMV. I'm very happy with the way it turned out.

"I've just had this job since March. I started with DMV in 1979, and this is the goal I was trying for. It's an interesting job--never dull."

Brugnoli manages the two-person office very well, according to Dow.

"She works hard without complaining, and sees to it that all the customers are served. She will stay

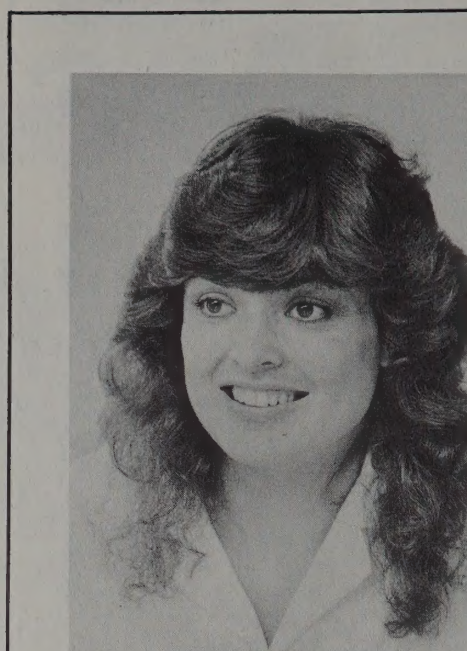


**WHO'S IN CHARGE?**--Motor Vehicle Office Manager Deena Brugnoli says one of the challenges of her new job is that many people assume that Motor Vehicle Representative 2 Craig Trigg must be the one in charge.

overtime if she has to; she has worked many long hours."

On an average day, the office handles 40 transactions, Brugnoli says. A busy day will bring in over 100.

"Usually, it seems like we only have busy days when I'm working



**'I have a career here with DMV. I'm very happy with the way it turned out.'**

**--Deena Brugnoli**

by myself," she laughs. "DLIS helps a lot, though, and saves us a lot of time."

DLIS, DMV's new Driver License Issuing System, is being tested at only five field offices around the state. Brugnoli's is one of those offices.

"It's a pretty exciting project. It's nice not to have to use a telex or a

any training on that part of the system, yet."

The self-training has led to some confusion, she confesses.

"At first, every time we typed something in and then tried to print it, we were sending it somewhere else and didn't know it. One day the Heppner office called to find out why they'd received a word processing exercise from us.

"After that, we tried again to print a letter. We would hit the print button, but the machine wouldn't print. Two days later, the letter came over the telex machine from Salem, where it had printed out."

## Will take classes

Brugnoli is planning to continue her professional growth by taking management classes.

"I hope to go to as many classes as possible. I've already taken some classes, but with all the vacations this summer, and the installation of DLIS in June, I've had to put off taking the training. I feel I'll need the help. I don't feel as if my job has really sunk in, yet."

Brugnoli looks forward to her career with DMV. She admits shyly she would like to eventually move up through the division, but not yet.

"I'm under a lot of stress right now," she says, referring to learning a new job, testing DLIS and raising a son. "I'm just trying to do the best I can in all situations. Someday, I would like to advance another step in management, but right now I've got a lot to learn where I am."

## Retirees Report

**Valteen Jones**, South Beach, ret. regional parks supervisor 1982.

Since retirement, Val said he spends his time "fishing and running around the mountains."



He and his wife, Lola, have traveled to Kansas, Minnesota, and Reno ("to see the night-life").

He likes to keep occupied, especially when the weather is nice. They have a fishing boat, and he describes his wife as "the captain."

Val also spends his time driving through state parks to check on "how Talbot and his field employees are doing." He still believes that Oregon has the best state park system in the country, even though he is charged at most of the parks he visits.

**Russell Langeliers**, Bend, ret. highway maintenance supervisor 1982.

After retirement from the Highway Division on December 31, 1982, Russell took a job with Mt. Bachelor ski resort the next day. During the winter months he oversees all the snow removal. "My wife's happy about that," he said, indicating it keeps him out of the house. He enjoys his job, because

he works October through March and has the entire summer to do as he pleases.

During the summer months, he keeps busy working in his garden and yard, which he describes as being too big. When he's not remodeling the house, Russell manages to do some fishing and hunting.

Early this month, he and his wife, Helen, are leaving for Canada.